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ABSTRACT

Data are presented on faculty salaries in the California community colleges, and selected administrative salaries at the University of California (UC) and the California State University (CSU) for 1985-86. Section I looks at faculty salaries for the California community colleges, including information on average salaries and salaries of part-time and full-time faculty with overload assignments, as well as recommendations by the California Postsecondary Education Commission regarding the review of the master plan for higher education. This section concludes with an information summary indicating that regular and contract faculty were earning an average of $36,203 per year. Section II examines selected UC and CSU administrative salaries, focusing on data gathering considerations and showing statewide averages for both educational segments. Among the appendices are a list of qualifications for various California community college salary classifications, and administrative position descriptions. (EJV)

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SUPPLEMENTAL REPORT ON ACADEMIC SALARIES, 1985-86

Faculty Salaries in the California Community Colleges

Selected Administrative Salaries at the University of California and the California State University

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CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

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PUBLISHED SEPTEMBER 1986

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SUMMARY

Pursuant to Supplemental Language contained in the 1979-80 and the 1981-82 Budget Acts, the Commission prepares annual reports on Community College faculty salaries and on selected University of California and California State University administrative salaries. These reports for the 1985-86 academic year have been combined into this single supplement to the Commission's report, Faculty Salaries in California's Public Universities, 1985-86, which it published in December 1985.

Pages 1-12 of this report describe faculty salaries in the California Community Colleges for 1985-86, within the context of recent recommendations regarding salaries of the Commission for the Review of the Master Plan for Higher Education. Pages 13-17 present 1985-86 administrative salary data collected by the University of California and the California State University, along with national administrative salary data compiled by the College and University Personnel Association.

The Commission adopted this report on September 15, 1986, on recommendation of its Policy Development Committee. Additional copies may be obtained without charge from the Publications Office of the Commission. Further information about the report may be obtained from William L. Storey of the Commission staff at (916) 322-8018 or from Suzanne Ness, the public information officer of the Commission, at (916) 322-0145.

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1 *Faculty Salaries in the California Community Colleges, 1985-86*

IN February 1979, the Legislative Analyst recommended in his *Analysis of the Budget Bill, 1979-80*, that the California Postsecondary Education Commission include information on California Community College faculty salaries in its annual faculty salary reports. Responding to this recommendation, the Commission published a report on the subject in April 1979, presenting data for the 1977-78 fiscal year but not for 1978-79 (the then current year), since the Chancellor's Office had abandoned such data collection as part of the cutbacks resulting from the passage of Proposition 13 in June of 1978.

Subsequently, Commission staff proposed that the submission of Community College faculty salary data be formalized, and for that purpose the Legislature appropriated $15,000 to the Chancellor's Office for the 1979-80 fiscal year. In August 1979, Commission staff outlined for the Chancellor the specific information desired (Appendix A, pages 19-20), and asked the Chancellor's staff to submit 1978-79 data by November 1, 1979, and data for subsequent fiscal years by March 1 of the year involved.

For the next four years, the Chancellor's Office experienced a number of problems in its efforts to provide the Legislature and the Commission with data. For 1979-80 and 1980-81, the reports were compiled without the benefit of a modern computerized data system, and the result was several reports that contained numerous errors. In 1981-82, however, the Chancellor's Office initiated the "Staff Data File" -- a computerized data collection system that is now in its fifth year of operation. The system's first year was marked by the normal difficulties inherent in the establishment of any new computer system, and the second was further handicapped by a fire that destroyed many of the computer programs and equipment necessary to produce the annual report. The past three years, however, have produced both comprehensive and accurate reports containing information on average salaries and salary ranges; cost-of-living adjustments; teaching loads; numbers of full- and part-time faculty; age, sex, and ethnicity of faculty; numbers of new hires, promotions, and leaves; and qualifications for various salary categories.

Average salaries

Displays 1 and 2, on pages 2 and 3, show mean salaries for regular and contract faculty in the ten highest- and ten lowest-paying districts for each odd-numbered years between Fall 1975 and Fall 1985, and the systemwide means for each of those years. Display 3, on page 4, shows mean salaries for those districts as a group, the percentage difference between them, and the total number of faculty. Display 4 on pages 4, 5, and 6, provides cost-of-living adjustment data, by district, for the current and previous two years, weighted by the size of faculty in each district and showing three-year data only for those districts for which data are available for the entire series.

In the current year, the data supplied by the Chancellery indicate a salary increase of about 4.5 percent compared to just over 5 percent the previous year and 2.2 percent in 1983-84. This year, 13 districts did not report data due to the lack of collective bargaining contracts, but the absence of data from these districts probably has little effect on the systemwide average. This can be seen by examining the data from the two previous years and factoring out those districts that did not report data this year. In 1983-84, for example, the Community College system showed a net cost-of-living increase of 2.21 or 2.23 percent (depending on whether the San Diego Evening and San Francisco Centers programs are included) when all 70 districts were counted. When data from the 13 districts not reporting for 1985-86 are removed, the average becomes 2.25 percent, a difference of two one-hundredths of one percent. Similarly, with 69 districts reporting in 1984-85, the average increase was either 5.12 or 5.13 percent, depending on whether the San Francisco Centers are included. With only 57 districts, the average was 5.20 percent.

DISPLAY 1 *The Ten Highest Mean Salaries Among Reporting California Community College Districts, Odd Numbered Years, 1975 to 1985*

	Ten Highest Paying Districts					
Number of Districts Reporting	1975 62	1977 68	1979 70	1981 69	1983 70	1985 70
Contra Costa	$21,260	$24,178	$28,239	$32,813		$39,047
Saddleback	21,132	23,748	27,732	35,071	$37,697	42,083
Peralta	21,095	23,354	27,754			
San Mateo	20,994	24,420				
Foothill/De Anza	20,744		27,919	33,234		41,547
Long Beach	20,686	23,174	27,850	33,404	34,754	39,547
Monterey Peninsula	20,672					
Mira Costa	20,647					
San Jose	20,608		28,125		35,053	
Coast	20,590		27,801	33,245	35,015	
San Joaquin Delta		24,657	27,715	36,275	35,579	41,562
North Orange		23,763	27,755	32,070		
Chaffey		23,729				
Cerritos		23,697		33,153	34,900	39,258
Citrus		23,318				
Coachella Valley			27,640			39,211
Sequoias				32,116	38,750	
Santa Monica				32,033		39,809
El Camino					37,110	
West Kern					36,786	38,975
Mt. San Antonio					34,942	38,417
Mean Salary[1]	**$19,823**	**$22,413**	**$26,270**	**$30,156**	**$32,704**	**$36,203**

1. Weighted by total faculty in each district.

Source: Derived from the Staff Data File, California Community Colleges Chancellery.

From Displays 1, 2, and 3, it can be seen that those districts with higher salaries also tend to be the larger districts. This phenomenon is actually more pronounced than shown in Display 3, at least for 1979 through 1985, since the San Diego Evening and the San Francisco Centers programs were included in the overall districtwide averages. Faculty working in those programs tend to be paid about 20 percent less than regular faculty at the main campuses, and their inclusion consequently drives those districts' averages down. Were they to be excluded, the difference between the highest and lowest paying districts would highlight the size factor even more. Either way, the difference in mean salaries between the highest paying districts and the lowest paying districts is about 25 percent, and the margin has been increasing slightly each year since 1977. In 1985-86, the highest paying district was Saddleback with a mean of $42,083; and the lowest was Compton at $30,632 -- a difference of 37.4 percent -- although it should be noted that Compton's faculty had not agreed to a contract as of the time the Chancellery compiled its report. Among those districts that had contracts, the lowest paying was the small Palo

DISPLAY 2 The Ten Lowest Mean Salaries Among Reporting California Community College Districts, Odd Numbered Years, 1975 to 1985

	Ten Lowest Paying Districts					
Number of Districts Reporting	1975 62	1977 68	1979 70	1981 69	1983 70	1985 70
Siskiyou	$18,264				$28,326	
Mt. San Jacinto	17,986	$20,290				
Merced	17,815	19,918				
Allan Hancock	17,671			$27,469	28,401	
Fremont-Newark	17,516	19,812				
Gavilan	17,478	20,022	$24,011	26,555		$32,234
Shasta-Tehama-Trinity	16,288					
Mendocino	16,162					
Victor Valley	15,463		23,743			31,967
Palo Verde	11,714	15,528	21,539	25,369		30,930
Ventura		20,231				
Solano		20,120				
Antelope Valley		19,905	22,028	26,440	29,185	32,341
Cabrillo		19,470			28,631	32,264
Lake Tahoe		19,047	23,692		28,429	
San Diego[1]			22,707	26,573	27,829	31,174
Compton			23,924	25,809	29,091	30,632
Napa			23,204		28,245	31,442
Rio Hondo			23,200			
West Kern			23,470			
San Francisco[1]				27,460		
Lassen				27,416	29,098	32,308
Barstow				26,476		
Peralta				26,060	29,213	
Imperial						30,900
Mean Salary[2]	**$19,823**	**$22,413**	**$26,270**	**$30,156**	**$32,704**	**$36,203**

1. Regular and evening or centers programs combined.

2. Weighted by total faculty in each district.

Source: Derived from Staff Data File, California Community Colleges Chancellery.

Verde District at $30,930 -- resulting in a difference of 36.1 percent.

The Chancellery provides the Commission with salary schedules for each of the 70 districts in the Community College system. These schedules generally provide a number of salary categories or classes through which faculty members can advance depending on their educational qualifications, and another series of steps that provide salary increases based on longevity. A typical schedule is shown in Display 5, on page 7. As with the mean salaries, these schedules vary greatly from district to district, some offering only one salary classification based on educational achievement, while others offer as many as nine. In addition, some districts offer as few as 12

DISPLAY 3 *Analysis of the Mean Salaries Paid by the Highest and Lowest Paying Community College Districts Odd Numbered Years, 1975-1985*

Item	1975	1977	1979	1981	1983	1985
Mean Salaries:						
Ten Highest Paying Districts						
Weighted	$20,882	$23,838	$27,874	$33,213	$35,748	$40,059
Unweighted	20,843	23,804	27,853	33,341	36,059	39,946
Ten Lowest Paying Districts						
Weighted	$17,041	$19,888	$22,993	$26,675	$28,563	$31,547
Unweighted	16,636	19,434	23,152	26,563	28,645	31,619
Systemwide Mean[1]	$19,823	$22,413	$26,270	$30,156	$32,704	$36,203
Percentage Difference Between High and Low Mean Salaries[1]	22.5%	19.9%	21.2%	24.5%	25.2%	27.0%
Number of Regular Faculty:						
Ten Highest Paying Districts	3,334	3,394	3,568	3,354	2,572	2,044
Ten Lowest Paying Districts	721	1,170	1,218	2,595	1,891	974
Low District Total as a Percent of the High District Total	21.6%	34.5%	34.1%	77.4%	73.5%	47.7%

1. Weighted by full-time faculty in each district.

Source: Derived from Staff Data File, California Community Colleges Chancellery.

DISPLAY 4 *Cost of Living Adjustments Granted to Regular and Contract California Community College Faculty, by District, 1983-84 to 1985-86*

District	Cost of Living Adjustment, 1983-84	Number of Faculty	Cost of Living Adjustment, 1984-85	Number of Faculty	Cost of Living Adjustment, 1985-86	Number of Faculty
Allan Hancock	2.10%	144	6.50%	122	1.50%	89
Antelope Valley	4.10	84	3.10	83	7.00	74
Barstow	0.00	28	5.00	26	*	26
Butte	3.00	115	6.69	123	6.04	100
Cabrillo	5.00	176	6.70	186	*	159
Cerritos	3.90	224	2.35	227	3.00	209
Chaffey	3.80	192	0.00	191	*	160
Citrus	4.50	124	6.00	120	6.00	88
Coachella Valley	0.00	109	5.00	101	0.00	80

continued .....

* Indicates that salary negotiations were still in progress at the time this report was prepared.

Source: Derived from Staff Data File, California Community Colleges Chancellery.

DISPLAY 4 Cost of Living Adjustments Granted to Regular and Contract California Community College Faculty, by District, 1983-84 to 1985-86

District	Cost of Living Adjustment, 1983-84	Number of Faculty	Cost of Living Adjustment, 1984-85	Number of Faculty	Cost of Living Adjustment, 1985-86	Number of Faculty
Coast	1.77%	555	5.50%	609	6.00%	533
Compton	-5.00	78	5.00	70	*	61
Contra Costa	0.00	390	10.40	385	5.40	361
El Camino	7.50	329	1.50	330	5.25	286
Foothill	4.60	466	5.00	455	7.00	312
Fremont-Newark	6.00	109	9.00	105	4.80	89
Gavilan	7.00	63	5.50	60	10.00	55
Glendale	0.00	165	8.50	182	*	134
Grossmont	3.00	239	6.50	224	7.00	200
Hartnell	6.00	109	6.00	104	5.50	72
Imperial	3.00	71	3.00	66	*	76
Kern	4.00	261	4.00	261	3.00	233
Lake Tahoe	7.50	18	3.00	17	6.00	11
Lassen	4.58	27	4.58	36	0.00	27
Long Beach	0.00	323	0.00	296	10.00	229
Los Angeles	0.88	2,017	6.00	1982	0.00	1734
Los Rios	0.00	686	7.10	624	5.30	564
Marin	10.00	191	7.50	169	0.00	137
Mendocino	0.00	33	4.00	33	5.50	32
Merced	0.00	103	4.00	104	4.79	82
Mira Costa	2.00	87	3.00	93	5.50	58
Monterey Peninsula	5.00	113	3.00	124	5.70	87
Mt. San Antonio	1.80	270	3.70	266	3.00	232
Mt. San Jacinto	4.58	47	2.75	39	3.47	36
Napa	5.00	98	3.00	99	2.00	85
North Orange	2.50	507	2.50	510	6.80	414
Palo Verde	4.00	10	5.00	10	6.00	11
Palomar	0.00	239	4.00	234	6.00	188
Pasadena Area	0.00	317	5.00	312	4.00	275
Peralta	5.00	609	4.00	446	6.00	357
Rancho Santiago	3.00	296	10.00	301	3.50	254
Redwoods	6.00	103	3.10	104	3.39	90
Rio Hondo	0.00	190	8.00	173	6.20	145
Riverside	2.00	153	6.00	150	7.00	140
Saddleback	0.00	237	8.50	220	*	193
San Bernardino	5.00	240	*	225	*	180
San Diego	0.00	364	6.00	372	5.00	365
San Diego Adult	3.00	98	5.00	88	*	82
San Francisco Centers	0.00	190	5.00	195	2.50	225
San Francisco	0.00	297	5.00	280	2.50	363

continued .....

* Indicates that salary negotiations were still in progress at the time this report was prepared.

Source: Derived from Staff Data File, California Community Colleges Chancellery.

DISPLAY 4 (continued) *Cost of Living Adjustments Granted to Regular and Contract California Community College Faculty, By District, 1983-84 to 1985-86*

District	Cost of Living Adjustment, 1983-84	Number of Faculty	Cost of Living Adjustment, 1984-85	Number of Faculty	Cost of Living Adjustment, 1985-86	Number of Faculty
San Joaquin Delta	0.00%	235	7.00%	212	6.50%	208
San Jose	4.00	239	4.20	228	5.00	218
San Luis Obispo	2.24	68	4.52	71	4.76	64
San Mateo	3.50	387	3.56	395	5.00	394
Santa Barbara	2.00	173	9.50	165	8.00	122
Santa Clarita	1.25	51	4.00	53	6.00	45
Santa Monica	2.00	201	6.00	208	6.00	203
Sequoias	9.00	135	5.00	120	5.00	117
Shasta-Tehama-Trinity	5.00	115	4.50	114	4.00	105
Sierra	0.00	132	5.00	132	8.00	122
Siskiyou	5.60	46	3.50	45	*	43
Solano County	0.00	128	12.90	125	5.56	119
Sonoma County	2.50	213	2.50	216	5.00	209
South County	5.00	259	6.00	231	2.50	200
Southwestern	0.00	167	3.00	174	*	158
State Center	1.50	298	0.00	274	4.00	252
Ventura County	1.00	344	6.00	336	6.00	293
Victor Valley	0.00	66	5.00	62	4.25	61
West Hills	2.00	45	3.00	37	*	34
West Kern	6.00	25	6.00	28	4.00	17
West Valley	0.00	246	0.60	264	10.25	225
Yosemite	0.00	243	4.00	237	5.00	192
Yuba	2.82	116	4.87	114	*	108
Weighted Average, Excluding San Diego Evening and San Francisco Centers	2.23%	15,538	5.13%	15,090	4.49%	13,195
Weighted Average, Including San Diego Evening and San Francisco Centers	2.21%	15,826	5.12%	15,373	4.45%	13,502
Weighted Average for Districts Reporting Complete Data All Years, Including San Diego Evening & San Francisco Centers	2.25%	14,167	5.20%	13,749	4.45%	12,088

DISPLAY 5 Contra Costa Community College District Faculty Salary Schedule, 1984-85

Step	Class 1 BA	Class 2 BA + 15	Class 3 BA + 30 MA	Class 4 BA + 45 MA +15	Class 5 BA + 60 MA + 30	Class 6 BA + 75 MA + 45	Class 7 BA + 90 MA + 60 Doctorate
1	$19,788	$20,916	$22,032	$23,124	$24,252	$25,368	$26,472
2	20,916	22,032	23,124	24,252	25,368	26,472	27,576
3	22,032	23,124	24,252	25,368	26,472	27,576	28,692
4	23,124	24,252	25,368	26,472	27,576	28,692	29,808
5	24,252	25,368	26,472	27,576	28,692	29,808	30,924
6	25,368	26,472	27,576	28,692	29,808	30,924	32,040
7	26,472	27,576	28,692	29,808	30,924	32,040	33,156
8	27,576	28,692	29,808	30,924	32,040	33,156	34,260
9	28,692	29,808	30,924	32,040	33,156	34,260	35,376
10		30,924	32,040	33,156	34,260	35,376	36,492
11			33,156	34,260	35,376	36,492	37,584
12				35,376	36,492	37,584	38,712
13					37,584	38,712	39,840
16					38,712	39,840	40,932
19					39,840	40,932	42,060

Source: Staff Data File, California Community Colleges Chancellery.

anniversary increments, while others offer 30 or more. In some cases, additional stipends are offered for doctoral degree holders, department chairmen, and others with special qualifications or responsibilities.

Part-time faculty and full-time faculty with overload assignments

For many years, the Community Colleges have employed a large number of part-time or temporary faculty, and most districts have also permitted regular and contract faculty to work additional hours or overloads. Display 6 on page 8 shows several comparisons between full-time, part-time, and overload faculty between 1980 and 1985. For example, it shows the number of full-time faculty with and without overload assignments compared to the number of part-time faculty. It also shows workload in terms of weekly faculty contact hours (WFCH) -- the actual number of hours faculty spend in classrooms. Comparing these two, it can be seen that, while part-time faculty outnumber full-time faculty by about a three-to-two margin, they teach about one-third of the weekly faculty contact hours. Regular and contract faculty teach about 60 percent on regular assignments, with overload hours accounting for the remaining 6 or 7 percent. Regular and contract faculty average 16.2 hours in 1985-86, part-time faculty account for 5.8 hours in the classroom each week, and those teaching any overload average 4.6. About 35 to 40 percent of regular and contract faculty members teach some overload. All of these averages

DISPLAY 6 *Analysis of the Mean Dollars per Weekly Faculty Contact Hour (WFCH) Paid to Part-Time Faculty and Full-Time Faculty Teaching Overload Assignments in the California Community Colleges*

Item	1980[1]	1981	1982	1983	1984	1985
1. Number						
Full-Time Faculty[2]	9,184	9,716	9,160	9,871	9,121	9,161
Part-Time Faculty	29,255	26,513	24,115	21,924	22,810	23,790
Overload Faculty	6,260	5,664	5,514	5,225	5,370	5,276
2. Total WFCH Taught						
Full-Time Faculty	261,821	220,695	229,958	200,674	211,130	209,608
Part-Time Faculty	149,761	140,338	125,923	116,749	122,063	127,570
Overload Faculty	25,040	26,558	25,402	24,088	24,620	24,180
3. Percentage Distribution of WFCH Taught						
Full-Time Faculty	60.0%	56.9%	60.3%	58.8%	59.0%	58.0%
Part-Time Faculty	34.3	36.2	33.0	34.2	34.1	35.3
Overload Faculty	5.7	6.9	6.7	7.1	6.9	6.7
4. Mean WFCH Taught						
Full-Time Faculty	16.3	16.1	16.2	16.2	16.3	16.2
Part-Time Faculty	5.1	5.3	5.2	5.3	5.4	5.8
Overload Faculty	4.0	4.7	4.6	4.6	4.6	4.6
5. Mean Dollars Paid per WFCH						
Part-Time Faculty	$19.87	$20.50	$21.74	$22.41	$23.20	$24.32
Overload Faculty	23.22	22.65	25.69	26.09	27.19	28.80
6. Compensation of Overload Faculty as a Percentage of Part-Time Faculty	116.9%	110.5%	118.2%	116.4%	117.2%	118.4%
7. Mean Dollars Paid to Contract and Regular Faculty per WFCH, Assuming No Overload Assignments[3]						
Unadjusted	$49.56	$53.52	$56.55	$58.01	$59.99	$63.85
Adjusted[4]	39.65	42.81	45.24	46.41	47.99	51.08
8. Compensation of Full-Time Faculty (as adjusted in Item 7 above) as a Percentage of Part-Time and Overload Faculty per WFCH						
Part-Time Faculty	199.5%	208.8%	208.1%	207.1%	206.9%	210.0%
Overload Faculty	170.8	189.0	176.1	173.4	176.5	177.4

1. Number of faculty and weekly faculty contact hours taught are estimated.

2. No overload.

3. Based on a 35-week year.

4. Dollar amount reduced by 20 percent to reflect additional responsibilities of regular and contract faculty such as counseling, advising, committee work, office hours, and community service.

Source: Staff Data File, California Community Colleges Chancellery.

have been relatively constant for the six-year period shown in Display 6.

Compensation comparisons between full-time and part-time faculty are difficult, since full-time faculty have responsibilities other than classroom teaching, while part-time faculty generally do not. Full-time faculty also spend time in counseling, advising, committee work, office hours, and community service. Preparation for classroom teaching, however, necessarily occupies a considerable amount of time for both full-time and part-time faculty. The exact proportion of total workload devoted to activities not directly related to classroom teaching is not known, but a commonly accepted estimate within the Community Colleges for full-time faculty is that 80 percent of workload is instructionally related (teaching and preparation) with the remaining 20 percent devoted to other campus activities. This ratio is formally employed by the San Francisco Community College District to distinguish between faculty teaching at its City College and those teaching at Centers. With this ratio, although admittedly not a precise measure, it is possible to present a general comparison.

The Chancellery publishes hourly rates for part-time faculty and full-time faculty with overload assignments, and these systemwide data are also shown in item 5 in Display 6. This shows overload faculty are currently paid about 18 percent more than part-time faculty.

Items 7 and 8 in Display 6 compare the estimate of compensation per weekly faculty contact hours for full-time faculty with the actual data reported for part-time and overload faculty. Also on a systemwide basis, these comparisons show full-time faculty earning just over twice as much per hour as part-time faculty, and about 75 percent more than the amount paid for overload assignments.

Recommendations by the Commission for the Review of the Master Plan for Higher Education

In March 1986, the Commission for the Review of the Master Plan for Higher Education published its first report, *The Challenge of Change*. That report contained 68 recommendations for the California Community Colleges, several of which relate to the subject of faculty salaries. Throughout the report, reference was made to the need to reorient the Community College system away from its elementary and secondary origins toward postsecondary status. The following examples of the report's emphasis illustrate this point:

> Community College personnel policies should reflect the postsecondary nature of the institutions and encourage institutional flexibility, excellence in teaching, and efficient management (p. 2).
>
> An appropriate governance structure should reflect and support the postsecondary nature of the colleges (p. 3).
>
> The Community Colleges today labor under a system of finance incongruous to postsecondary education (p. 3).
>
> California is the only state to retain a system of credentialing for community college faculty and administrators originally developed for the elementary and secondary schools. This system is unnecessarily rigid, cumbersome, and unsuited to the academic rigor of postsecondary institutions (p. 13).
>
> Unlike other postsecondary institutions that base compensation on academic rank and achievement, salaries of Community College faculty and administrators are now set by district boards according to schedules based on the extent of the employee's formal education and years of service. The Community Colleges should develop salary schedules based upon academic rank, enabling them to promote faculty according to their contributions to the institution rather than solely on the basis of longevity or course credits (p. 15).

Appendix B on pages 21 - 27 displays the number of different qualifications for various salary levels used by Community College districts, and is included in this report primarily to illustrate the diversity involved. Over 150 of these qualifications are listed, based on the salary schedules provided to the Commission by the Chancellery, and they range from unspecified minimums to the doctorate, with all requiring credentials, although not all districts so specify. Within these structures, quite different qualifications are listed for both the entry and highest levels on the schedules, as indicated in Display 7 on the next page. Various districts also provide different numbers of steps or "anniversary increments" -- increases granted strictly for years of service.

DISPLAY 7 Qualifications for Entry Level and Highest Class, Community College Faculty

Qualification for Entry Level	Number of Districts	Qualification for Highest Classification	Number of Districts
No Listed Qualification or Ranges	2	No Listed Qualifications or Ranges	2
Unspecified Minimum Preparation	1	Unspecified Minimum Preparation + 60 Points or MA + 60 Points[2, 3]	1
Adult Certificate	1	BA + 60 or MA[2]	1
Adult or Com. Coll. Credential	1	BA + 72 w/MA[2]	2
Community College Credential	7	BA + 75 w/MA or MA + 45[2]	2
Bachelor's Degree (BA)	26	BA + 75 w/MA or MA + 45 or (Full Vocational Credential w/MA) + 15[4]	1
BA or Partial Fulfillment of a Vocational Credential	2	BA + 75 w/MA or MA + Vocational Credential[2]	1
BA or Limited Credential	1	BA + 75 or Doctorate	1
BA or Credential	2	BA + 78 w/MA[2]	1
BA Plus Credential	4	BA + 80 w/MA or Doctorate	1
BA or Appropriate Voca. Credential	2	BA + 80 w/MA or MA + 40	1
BA or Initial Vocational Credential	2	BA + 84 w/MA	1
BA + 12[1]	1	BA + 84 w/MA or MA + 48	1
BA + 24	2	BA + 84 w/MA or Doctorate	1
BA + 28 Plus Credential	3	BA + 86 w/MA or MA + 56	1
Less than BA + 30	1	BA + 90 or MA + 36	1
BA + 30	1	BA + 90 w/MA or MA + 30 or (6 years exper. or AA + 4 years exp. or BA + 2 years exp. or MA or Other Life Credential) + 30[2]	1
BA + 45 or Master's Degree (MA)	1	BA + 90 or BA + 75 w/MA or Credential + BA + 15[4]	1
Less Than MA	7	BA + 90 or MA + 60[2]	2
MA	3	BA + 90 or MA + 60 or Doctorate	3
		BA + 90 w/MA[2]	4
		BA + 90 w/MA or Doctorate	1
		BA + 90 w/MA; or MA or Lifetime Voc. Cred. + 60[2]	1
		BA + 90 w/MA or MA + 60 or Clear Vocational Creden. + 60 (Any of these plus the Doctorate)	1
		BA + 96 w/MA[2]	1
		BA + 96 w/MA or MA + 72 or Doctorate	1
		BA + 120 w/MA + Credential or MA + 72 + Credential or Doctorate + Credential	1
		MA + 40[2]	1
		MA + 45[2]	1
		MA + 60 or Doctorate	1
		MA + 75 or Credential + 75[2]	1
		MA + 84[2]	1
		Doctorate	25
		Doctorate or LLB	1
		PhD or Equivalent	1
		PhD or Two MAs	1
		PhD or EdD or JD	1

1. Semester units.
2. Additional stipend for a doctorate.
3. Points are undefined in the salary schedule.
4. Two additional steps (approximately 6.5 percent) granted for holders of doctorate degrees.

Source: Appendix B.

These tend to vary from 12 or 13 to 30 or more. Generally, step increases are automatic for the first 10 to 15 years, then are granted every three or four years for as long as the faculty member is employed in the district. There are, however, many exceptions to this general rule.

All of these salary schedules are very similar to those used by school districts, and, as the Master Plan Commission pointed out, evolved from them. This similarity results, of course, from the local control tradition of both the public schools and the California Community Colleges, and produces some differences in salary levels. Display 8 below shows some of these differences by presenting a comparison of the minimum and maximum salaries earned by instructors with identical educational qualifications and years of service in different districts. As an example, instructors with a bachelor's degree, 30 semester units of credit beyond the bachelor's degree, and seven years of experience earn $18,100 in the lowest paying district in the system and $28,040 in the highest paying district -- a difference of 43.8 percent.

Summary

In the current year, regular and contract faculty are earning an average salary of $36,203 -- an amount that is undoubtedly somewhat understated, since 13 districts had not completed salary negotiations at the time the Chancellery completed its report. These districts are likely to approve some increase in salary for all faculty. For the 57 districts that did report, the average cost-of-living adjustment (COLA) for the 1985-86 academic year was about 4.5 percent. This compares to COLAs of 5.20 and 2.25 in 1984-85 and 1983-84, respectively, counting only the 57 districts that reported data for all three years.

Part-time faculty continue to be paid about half the amount paid to full-time faculty on a per-contact-hour basis, and the difference between them has increased slightly over the past six years. The number of part-time faculty employed has declined by 19 percent since 1980 -- from 29,255 to 23,790 -- but increased by 9 percent from its recent low in 1983 of 21,924. The relative shares of contact hours taught by full-time faculty, part-time faculty, and full-time faculty teaching overloads has not changed appreciably over the six-year period surveyed in this report.

DISPLAY 8 *Highest and Lowest Salaries Paid to California Community College Faculty with Identical Qualifications and Experience, 1985-86*

Qualification and Experience	Lowest Salary	Highest Salary	Percentage Difference
Bachelor's Degree - Five Years Experience	$18,100[1]	$28,040	54.9%
BA + 30 Semester Units - Seven Years Experience	21,972	31,592	43.8
BA + 60 Semester Units w/MA - Ten Years Experience	26,247	39,195	49.3
MA - Five Years Experience	20,997	30,301	44.3
MA + 30 Semester Units - Seven Years Experience	23,847	31,886	33.7
Doctorate - Ten Years Experience	27,177	39,747	46.3

1. 1985 salary schedule.

Source: Derived from Staff Data File, California Community Colleges Chancellery.

An examination of Community College salary schedules reveals their great diversity, not only in terms of the number of different educational qualifications required by various districts, but also in terms of the substantially different salaries paid to faculty with identical qualifications. This variation indicates that Community College salary structures are much more similar to those found in school districts than in other institutions of postsecondary education.

2 *Selected Administrative Salaries at the University of California and the California State University*

DURING the 1981 Legislative Session, the Budget Conference Committee adopted the following supplemental language to the Budget Bill:

> It is the intent of the Legislature that the California Postsecondary Education Commission include in its annual report on faculty salaries and fringe benefits comparative information on salaries of administrators within the University of California and the California State University.

Since 1981-82, the University and the State University have collected data from their comparison institutions and forwarded them to the Commission for analysis. The Commission has then included them in its annual reports, together with additional data from the College and University Personnel Association (CUPA). In this way, it has become possible to present a comparison between California's public institutions and those in the rest of the nation for a representative sample of administrative positions.

For several years, there was a lack of consensus as to which positions should be surveyed, which comparisons could validly be made, and which comparison institutions should be surveyed. Initially, in 1981-82, a list of 25 administrative titles was selected from the list of 130 position descriptions developed by CUPA. This list was reduced to as few as 15 in 1983-84 and now stands at 18 for the University of California and 23 for the California State University. A major reason for the changes was the lack of a precise formula for determining which positions to include, since many involve similar levels of compensation but widely differing responsibilities. Also, similar sounding titles in the University and the State University often involve quite different responsibilities. The lists shown in this report resulted from extensive negotiations between Commission and segmental staffs, and are believed by both to reflect a reasonable distribution of administrative responsibilities and compensation levels.

With respect to the comparison institutions, the University uses a list of ten that includes the eight employed for salary comparison purposes, plus the Universities of Missouri and Texas. (This list appears as the note to Display 9 on page 14.) The State University uses the same list for its administrative survey as for its faculty salary comparisons, as Display 10 on page 16 shows. In this year's report, the University was able to collect data from all institutions except Yale; the State University received data from 18 institutions. Bucknell University and the University of Bridgeport were not included in the survey, since they did not report data to CUPA this year. All positions shown in Displays 9 and 10 are campus based and not assigned to the President's Office of the University of California nor the Chancellor's Office of the California State University. Data from CUPA are shown in Display 11 on page 17. CUPA's definitions for all administrative titles used by the University and the State University are shown in Appendix C on pages 29-30.

University of California

Display 9 shows the data submitted by the University of California for 1985-86, and Display 11 presents similar salary data on all positions surveyed by the University and the State University from three categories of institutions -- public universities with 10,000 to 19,999 students, public universities with 20,000 or more students, and private universities with 5,000 or more students. These institutions are considered by the Commission to be the most representative of California's four-year institutions out of all 45 categories of institutions surveyed by CUPA.

Display 9 shows that University of California administrators are paid between 0.1 and 10.8 percent more than their comparison institution counterparts in 13 of the 18 position categories surveyed (excluding "Chief Executive Officer, Multi-Campus System"), and between 3.2 and 12.3 percent less in the remaining five. Among those where the institutional difference is greater than 5 percent, four are paid

DISPLAY 9 *Administrative Salary Data for the University of California and Its Ten Comparison Universities, Excluding Yale, 1985-86*

Administrative Title	University of California Average	Comparison Institution Average	UC Exceeds Comparison Group by:
Chief Executive Officer, Single Institution	106,533	112,739	-5.5
Chief Academic Officer	96,263	92,220	4.4
Chief Business Officer	85,644	84,785	1.0
Director, Personnel/Human Resources	65,100	61,962	5.1
Chief Budgeting Officer	67,933	61,900	9.7
Director, Library Services	72,567	74,979	-3.2
Director, Computer Center	64,538	61,401	5.1
Chief, Physical Plant	67,375	64,733	4.1
Director, Campus Security	54,315	52,685	3.1
Director, Information Systems	65,178	74,354	-12.3
Director, Student Financial Aid	53,150	47,988	10.8
Director, Athletics	76,550	73,221	4.5
Dean of Agriculture	85,400	85,275	0.1
Dean of Arts and Sciences	82,300	87,975	-6.5
Dean of Business	86,500	97,675	-11.4
Dean of Education	80,400	78,806	2.0
Dean of Engineering	94,600	92,984	1.7
Dean of Graduate Programs	85,100	78,663	8.2

Note: Comparison institutions include Cornell University (Endowed), Harvard University, Stanford University, Yale University, University of Illinois (Urbana), University of Michigan (Ann Arbor), University of Missouri (Columbia), University of Texas (Austin), University of Wisconsin (Madison), and the State University of New York (Buffalo).

Source: Office of the President, University of California.

more and four less. Chancellors are paid 5.5 percent less than the comparison institution average.

There is no consistent pattern of differences between the University and its comparison group. University of California deans, except deans of engineering, are all within 3 percent of the third quartile of public institutions with 20,000 or more students, while engineering deans earn 7.7 percent more. Deans of business at the University are paid less than their counterparts in the comparison institutions by 11.4 percent; chief budget officers receive about 10 per-

cent more; and directors of student financial aid earn about 10 percent less.

The California State University

The California State University surveyed 23 positions, excluding systemwide chief executives. These data are shown in Display 10. The State University pays between 2.5 and 25.5 percent more for 9 position titles, and between 1.0 and 13.3 percent less for 14 position titles.

Unlike the salary differences at the University, however, where there is no evident pattern, the State University consistently pays more than its comparison universities to individuals in the student affairs officer categories (such as director of student financial aid and director of counseling), and consistently less to its deans. In the dean category, the greatest divergence is for dean of business (13.3 percent below the comparison group), with the least for dean of education (6.5 percent).

State University presidents ($91,200) are currently paid 9.6 percent less than their comparison institution counterparts. Compared to the national averages shown in Display 11, they are paid about the same as those in public institutions with 10,000 to 19,999 students, and about 11 to 17 percent less than those in the largest public and private institutions.

For the State University's highest paid administrative and managerial positions, the system falls near the third quartile of the largest public and private universities. For deans, the State University is close to the median for public universities with 10,000 to 19,999 students, but between 10 and 20 percent below the median salaries paid by public institutions with more than 20,000 students. Compared to the large private university group, State University deans are anywhere from 17.6 percent below (dean of engineering) to 10.9 percent above (dean of social sciences) the amounts paid by that group.

DISPLAY 10 Administrative Salary Data for the California State University and Its Twenty Comparison Universities, Excluding Bridgeport and Bucknell, 1985-86

Administrative Title	Number of CSU Campuses	California State University Average	Number of Compar. Instit.	Comparison Institution Average	CSU Exceeds Comparison Group by:
Chief Executive Officer, Single Institution (President)	19	$91,200	16	$100,830	-9.6%
Chief Academic Officer	19	75,228	16	81,528	-7.7
Chief Business Officer	18	62,604	15	69,269	-9.6
Chief Student Affairs Officer	19	65,148	17	60,393	7.9
Director, Personnel/ Human Resources	17	50,436	18	49,228	2.5
Director of Libraries	19	59,328	15	59,976	-1.1
Director of Computer Center	15	57,420	12	58,539	-1.9
Director of Institutional Research	13	55,992	10	49,642	12.8
Chief of Physical Plant	16	53,364	16	53,918	-1.0
Director of Campus Security	18	48,372	16	41,348	17.0
Director of Admissions	18	54,924	12	43,759	25.5
Director of Student Financial Aid	18	49,704	17	42,709	16.4
Director of Counseling	15	53,088	13	44,262	19.9
Director of Health Services	18	77,460	12	62,609	23.7
Director, Athletics	13	58,008	14	53,823	7.8
Dean of Agriculture	4	65,247	4	71,051	-8.2
Dean of Arts and Sciences	9	66,500	15	71,481	-7.0
Dean of Business	18	64,998	14	74,946	-13.3
Dean of Education	15	62,448	13	66,758	-6.5
Dean of Engineering	9	70,037	11	78,860	-11.2
Dean of Graduate Programs	6	64,464	13	70,817	-9.0
Dean of Natural Sciences	4	64,772	4	72,724	-10.9
Dean of Social Sciences	8	62,947	4	67,974	-7.4

Note: Comparison institutions include Arizona State University, University of Bridgeport, Bucknell University (Pa.), Cleveland State University, University of Colorado (Denver), Georgia State University, Loyola University (Chicago), Mankato State University, University of Maryland (Baltimore), University of Nevada (Reno), North Carolina State University, Reed College, Rutgers University (Newark), State University of New York (Albany), University of Southern California, University of Texas (Arlington), Tufts University, Virginia Polytechnic Institute and State University, Wayne State University, and University of Wisconsin (Milwaukee).

Source: Office of the Chancellor, The California State University, and 1986-87 Governor's Budget.

DISPLAY 11 *Administrative Salary Data Compiled by the College and University Personnel Association for Position Titles Surveyed by the University of California and the California State University, 1985-86*

Administrative Title	Public Universities (10,000 - 19,999 Students)		Public Universities (20,000 or more Students)		Private Universities (5,000 or more Students)	
	Median	Third Quartile[1]	Median	Third Quartile[1]	Median	Third Quartile[1]
Chief Executive Officer of a Single Institution	86,996	93,000	94,150	102,000	110,000	142,000
Chief Academic Officer	74,000	80,500	84,000	91,000	88,400	100,000
Chief Business Officer	67,100	70,500	77,000	85,200	78,000	92,500
Chief Student Affairs Officer	60,972	67,440	69,525	73,200	60,000	68,500
Chief Personnel/ Human Resources Officer	N/A	N/A	57,928	68,000	52,816	62,527
Chief Budgeting Officer	45,900	52,400	55,000	65,208	50,600	58,000
Director, Library Services	54,072	60,300	65,200	73,200	53,000	62,400
Director, Computer Center	53,750	60,000	61,936	71,000	54,000	63,900
Director, Institutional Research	43,872	48,473	45,492	54,584	40,900	52,630
Chief Physical Plant/ Facilities Management Officer	49,500	54,372	60,588	65,397	53,014	59,500
Director, Campus Security	38,007	42,501	48,044	54,000	37,570	44,525
Director, Information Systems	50,928	55,500	61,500	70,484	53,000	70,000
Director, Admissions	41,587	45,895	44,700	52,970	44,631	52,152
Director, Student Financial Aid	38,591	43,920	45,768	50,000	40,000	46,800
Director, Student Counseling	42,204	47,300	50,040	57,800	41,163	44,000
Director, Student Health Services	62,220	74,664	72,473	79,300	72,801	80,030
Director, Athletics	55,926	62,064	73,000	79,200	53,275	68,800
Dean, Agriculture	67,651	71,000	78,750	85,500	N/A	N/A
Dean, Arts and Sciences	66,173	62,150	78,750	84,000	65,000	77,700
Dean, Business	65,340	71,199	80,234	85,500	74,000	88,315
Dean, Education	62,000	65,247	72,000	78,000	58,600	69,500
Dean, Engineering	71,822	79,000	84,000	87,806	85,000	90,000
Dean, Graduate Programs	60,000	65,832	72,000	82,800	62,727	79,000
Dean, Sciences	66,000	72,000	76,680	83,827	65,010	80,000
Dean, Social Sciences	57,200	69,000	73,882	85,500	56,778	80,000

1. "Third quartile" means that three-fourths of the salaries included in the survey fall below, and one-fourth above, the amounts listed in this column.

Source: College and University Personnel Association.

Appendix A

Letter from Kenneth B. O'Brien to Gerald Hayward, August 9, 1979

August 9, 1979

Gerald Hayward
Director of Legislative and Public Affairs
California Community Colleges
1238 S Street
Sacramento, CA 95814

Dear Jerry:

As you know, the Legislature took several actions during the current session concerning the reporting of salary data. The first of these emanated from the Legislative Analyst's report and requires the Commission to include the Community Colleges in our annual reports on University of California and California State University and Colleges faculty salaries. The second action appropriated $15,000 to the Chancellor's Office for the purpose of collecting salary data for the 1978-79 and 1979-80 fiscal years. The latter action, however, did not specify the type of information to be collected.

It is my understanding that you discussed this subject with Bill Storey and agreed that we should develop a detailed list of the information we will require for our report. After that, I presume you will contact us if there are any questions or ambiguities.

Our questions fall into three categories: (1) full-time faculty, (2) part-time faculty, and (3) administrators. For each of these, we will need the following:

Full-time faculty

1. A listing of all salary classifications (e.g. BA + 30, MA, etc.) for each Community College District.
2. The actual salary at each step of each classification.
3. The number of faculty at each step of each classification.
4. The amounts of any bonuses that are granted to faculty, the number of faculty receiving them, the total salary of every faculty member receiving a bonus, and the reason for granting the bonus.
5. The percentage increase in salary granted (i.e. the range adjustment) for the fiscal year covered by the report.
6. The total number of full-time faculty in each district.
7. The mean salary received by those full-time faculty.
8. The total dollar amount paid to full-time faculty as a group.

Part-time faculty

1. The total number of part-time faculty employed by each district on both a headcount and full-time-equivalent (FTE) basis.
2. The mean salary paid to each headcount faculty member in each district.
3. The mean salary paid to each FTE faculty member in each district.

4. The total dollar amount paid to all part-time faculty in each district.
5. A summary of the compensation plan for part-time faculty members in each district.

Administrators

1. A list of all administrative positions (titles) in each district.
2. The salary schedule for each position.
3. The number of headcount and FTE employees occupying each administrative position.
4. The actual salary paid to each employee in each administrative position.
5. The percentage increase in salary granted (i.e. the range adjustment) for the fiscal year covered by the report.

A few words of explanation may be in order. The data requested for full-time faculty are very similar to those that have been collected by the Chancellor's Office for a number of years but which were not collected for 1978-79 due to Proposition 13 reductions. The only major difference relates to the detail on bonuses that was not clearly presented in prior reports.

We are asking for data on part-time faculty because of objections raised by Community College representatives. At the time our preliminary report on Community College salaries was presented, many Community College representatives, including those from the Chancellor's Office, complained that the data were misleading because part-time faculty were not included. To avoid that difficulty in the future, it is imperative that data on these faculty be included in next year's report to the Legislature.

We are also asking for data on administrators because of the concerns expressed by both the Legislature (on the subject of academic administration generally) and various Community College faculty organizations. I am not sure we will publish any of the data on administrators but we do want to be able to respond to questions should they arise.

The final item concerns the dates for receipt of the data. As you know, we publish two salary reports each year. Since the University and the State University report to us each year by November 1, we think it would be appropriate to set November 1 as a reporting date (for the 1978-79 data) for the Chancellor's Office as well. For the 1979-80 data, we would like to have a report by March 1 so that we may include it in our final report to the Legislature. In future years, the March 1 date should become permanent.

If you have any questions concerning any of these matters, please let me know.

Sincerely,

Kenneth B. O'Brien, Jr.
Associate Director

KBOB:mc

Appendix B

Qualifications for Various California Community College Salary Classifications

Educational Qualification (Degrees and Semester Units)	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
AA		1							
Adult Certificate	1								
Adult or Community College Credential	1								
Community College Credential	7	1							
Credential + 45		1							
Credential + 60			1						
BA	26	1							
BA or partial fulfillment of a Vocational Credential	2								
BA or Limited Credential	1								
BA or Credential	2								
BA + Credential	4								
BA or Appropriate Vocational Credential	2								
BA or Initial Vocational Credential	2								
BA or Adult Certificate + 15		1							
BA + 12	1								
BA + 14		1							
BA + 15		3	1						
BA + 15 w/Credential				1					
BA + 15 or Adult Certificate + 30			1						
BA + 24	2	1							
BA + 24 or Vocational Credential		1							
BA + 28			1						
BA + 28 + Credential	3								
Less than BA + 30	1								
BA + 30	1	4	2						
BA + 30 or Vocational Credential		1							
BA + 30 or AA + Vocational Credential		1							

(continued)

Appendix B (continued)

Educational Qualification (Degrees and Semester Units)	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
BA + 30 or Adult Certificate + 45				1					
BA + 30 (plus Credential) or MA						1			
BA + 30 or MA		6	2						
BA + 30 or MA (plus Credential)		1							
BA + 30 w/MA		1							
BA + 30 w/MA or MA		1							
BA + 36		1							
BA + 36 or MA		1							
BA + 40		1							
BA + 40 w/MA		1							
BA + 40 w/MA or MA		1							
BA + 42 or MA		1							
BA + 42 w/MA		1	1						
BA + 42 w/MA or MA + 12			1						
BA + 42 w/MA or MA + 14			1						
BA + 44 w/MA or MA + 14 or BA + 58				1					
BA + 45			1	3					
BA + 45 or Credential + 45 or MA		1							
BA + 45 or Adult Certificate + 60					1				
BA + 45 or MA	1	2	1						
BA + 45 or MA or AA + Voc. Cred.			1						
BA + 45 w/MA		1	2						
BA + 45 or MA + 15			1	1					
BA + 45 w/MA or MA + 15		1	2	1					
BA + 45 w/MA or MA + 15 or full Vocational Credential w/BA or Initial Voc. Cred. w/MA			1						

(continued)

Appendix B (continued)

Educational Qualification (Degrees and Semester Units)	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
BA + 45 w/MA or MA or Lifetime Vocational Credential + 15			1						
BA + 45 w/MA or MA or Lifetime Vocational Credential + 30				1					
BA + 45 w/MA or MA or Lifetime Vocational Credential + 45					1				
BA + 45 w/MA or MA or Lifetime Vocational Credential + 60						1			
BA + 45 w/MA or BA + 60		1	1						
BA + 45 w/MA or BA + 75					1				
BA + 48			1						
BA + 48 w/MA or BA + 60 or MA + 24			1						
BA + 50 w/MA			1						
BA + 50 w/MA or MA + 20			1						
BA + 50 or MA + 20			1						
BA + 54 (plus Credential) or MA + 24			1						
BA + 54 w/MA or MA + 18			1						
BA + 54 or MA + 24 (plus Credential)			1						
BA + 54 w/MA or MA + 24				1					
BA + 55 w/MA or MA + 20				1					
BA + 56 w/MA			1						
BA + 56 w/MA + 14			1						
BA + 56 w/MA or MA + 28				1					
BA + 58 w/MA or MA + 28 or BA + 72					1				
BA + 60					1				
BA + 60 w/Credential					1				

(continued)

Appendix B (continued)

Educational Qualification	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
BA + 60 or MA					1	1			
BA + 60 w/MA			3	6					
BA + 60 or clear Vocational Credential + 30 or MA + 30			1						
BA + 60 w/MA or BA + 75 or Credential + 75			1						
BA + 60 or MA + 18			1						
BA + 60 or MA + 30				1					
BA + 60 w/MA or BA + Voc. Cred.						1			
BA + 60 w/MA or BA + 75				1					
BA + 60 w/MA or BA + 90						1			
BA + 60 w/MA or MA + 24			1						
BA + 60 w/MA + Credential + 75 or MA + 24 + Credential			1						
BA + 60 w/MA or MA + 30			4	2	1				
BA + 60 w/MA or MA + 30 or Above + 15 or full Voc. Cred. w/MA				1					
BA + 66 w/MA or MA + 36					1				
BA + 70 w/MA				2					
BA + 70 w/MA or MA + 40				1					
BA + 70 or MA + 40				1					
BA + 70 w/MA or MA + 42					1				
BA + 72 w/MA					1				
BA + 72 w/MA or MA + 36				1					
BA + 72 w/MA or BA + 90 or MA + 48						1			
BA + 72 w/MA or MA + 42						1			

(continued)

Appendix B (continued)

Educational Qualification[1]	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
BA + 75 or MA + 45					1	1			
BA + 75 w/MA				1	3				
BA + 75 w/MA or MA + 40					1				
BA + 75 w/MA or BA + 90					1				
BA + 75 w/MA or MA + 45				3	2	1			
BA + 75 w/MA or MA + Voc. Cred.					1				
BA + 75 w/MA or MA + 45 or Above + 15 w/MA					1				
BA + 75 or Doctorate						1			
BA + 78 or MA + 48 (plus Credential)				1					
BA + 78 w/MA					1				
BA + 78 w/MA or MA + 48						1			
BA + 80 w/MA				2					
BA + 80 w/MA or Doctorate				1					
BA + 84 w/MA or MA + 48				1					
BA + 84 w/MA or MA + 56						1			
BA + 84 w/MA + Credential or MA + 48 + Credential				1					
BA + 84 w/MA or Doctorate						1			
BA + 86 w/MA or MA + 56							1		
BA + 90 or MA + 36				1					
BA + 90 or MA + 60					1	1			
BA + 90 or MA + 60 or Doctorate					1		1		
BA + 90 w/MA					1	1			
BA + 90 w/MA or MA + 54					1				

(continued)

(Appendix B (continued)

Educational Qualification	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
BA + 90 w/MA or clear Vocational Credential + 60 or MA + 60				1					
(BA + 90 w/MA or clear Vocational Credential + 60 or MA + 60) + Doctorate					1				
BA + 90 w/MA or MA + 60				1	1	1	2		
BA + 90 w/MA or MA + 60 or Doctorate					1				
BA + 90 w/MA or Doctorate					1				
BA + 96 w/MA or MA + 72 or Doctorate					1				
BA + 120 w/MA + Credential or MA + 72 + Credential or Doctorate					1				
Less than MA	7								
MA	3	19	4	1					
MA or Initial Vocational Credential w/BA or full Vocational Credential		1							
MA or clear Vocational Credential		1							
MA or Lifetime Vocational Credential		1							
MA plus Credential		1							
MA or Credential		1							
MA or Vocational Credential + 24			1						
MA + 12		1							
MA + 15		1	4	1					
MA + 15 or Credential + 15			1						
MA + 15 or MA + Vocational Credential				1					
MA + 20			1						

(continued)

Appendix B (concluded)

Educational Qualification	Class								
	I	II	III	IV	V	VI	VII	VIII	IX
MA + 24			2						
MA + 28				1					
MA + 30				4	2				
MA + 30 or Credential + 30				1					
MA + 36				1					
MA + 40				1					
MA + 42					1				
MA + 44				1					
MA + 45				1	3	2	1		
MA + 45 or Credential + 45					1				
MA + 48			1	1	1				
MA + 56						1			
MA + 60				2	2	2		1	
MA + 60 or Doctorate							1		
MA + 65 or Credential + 65						1			
MA + 66				1					
MA + 84					1				
Unspecified Minimum Preparation	1								
Minimum Preparation + 30 Points[1] or MA		1							
Minimum Preparation + 50 Points or MA + 20 Points			1						
Minimum Preparation + 70 Points or MA + 40 Points				1					
Minimum Preparation + 60 Points or MA + 60 Points					1				
No Listed Qualifications or Classes	2								
Earned Doctorate					10	20	16	2	1
Doctorate or LLB					1				
PhD or Equivalent							1		
PhD or 2 MAs							1		
PhD, EdD, or JD									1

1. "Points" are undefined.

Source: Staff Data File, California Community Colleges Chancellery.

Appendix C

CUPA Administrative Position Descriptions, 1985-86 Administrative Compensation Survey

CUPA Code	Position Title and Description
1.0	*Chief Executive Officer of a System/District/Multi-Campus Operation.* The principal administrative official responsible for the direction of all operations of a system, district, or multi-campus structure.
2.0	*Chief Executive Officer of a Single Institution.* The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education.
4.0	*Chief Academic Officer (May also be titled Provost).* The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar, and library activities. Reports to the Chief Executive Officer.
5.0	*Chief Business Officer.* The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting, and related matters.
6.0	*Chief Student Affairs Officer.* The senior administrative official responsible for the direction of extracurricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations, and related functions.
10.0	*Chief Personnel/Human Resources Officer.* The senior administrative official responsible for administering institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration, and, where applicable, labor relations.
12.0	*Chief Budgeting Officer.* The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.
17.0	*Director, Library Services.* Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services, and special collections.
18.0	*Director, Computer Center.* Directs the institution's major computing activities. Functions typically include computer programming, systems studies, and computer operations.
22.0	*Director, Institutional Research.* The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision-making.
32.0	*Chief Physical Plant/ Facilities Management Officer.* The senior administrative official responsible for the construction, rehabilitation, and maintenance of physical plant facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation, and parking.
36.0	*Director, Campus Security.* Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.

37.0 *Director, Information Systems.* The senior official who directs the development, implementation, and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming, applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

40.0 *Director, Admissions.* The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

43.0 *Director, Student Financial Aid.* Directs the administration of all forms of student aid. Functions ty-pically include assistance in the application for loans or scholarships; administration of private, state, or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.

45.0 *Director, Student Counseling.* Directs the provision of counseling and testing services for students.

47.0 *Director, Student Health Services (Physician Administrator).* A physician who directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.

50.0 *Director, Athletics.* Directs intramural and intercollegiate athletic programs for men and women. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

67.0-99.0 *Dean or Equivalent Administrative Title (e.g. directors of academic divisions in community colleges):* Serves as the principal administrator of the instructional division indicated (i.e. Architecture, Agriculture, Nursing, etc.)

Source: College and University Personnel Association.

ERIC Clearinghouse for Junior Colleges
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